

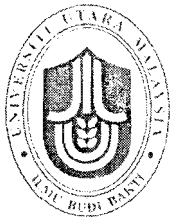


FACTORS INFLUENCING THE EFFECTIVENESS OF HUMAN RESOURCE TRAINING PROGRAMMES IN HOTEL SECTOR

By

ISSAM MOHAMMAD S ALMAKHADMAH

Thesis Submitted to the Ghazali Shafie Graduate School of Government,
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ABSTRAK

Kebanyakan hotel melabur dalam melaksanakan program-program latihan yang berkesan untuk memaksimumkan nilai modal insan sedia ada. Walau bagaimanapun, perlu diingatkan bahawa keberkesanan program adalah bergantung sama ada pelatih mengaplikasikan atau tidak mengaplikasikan apa yang mereka pelajari. Ini merupakan satu kebimbangan dalam kalangan pengusaha hotel. Objektif utama kajian ini adalah untuk meneroka hubungan antara tiga faktor yang berpengaruh iaitu persekitaran kerja, individu, dan proses latihan dengan keberkesanan program latihan menggunakan model penilaian Kirkpatrick (1977). Ini adalah satu kajian korelasi yang menggunakan reka bentuk campuran kaedah kuantitatif dan kualitatif. Untuk kajian kuantitatif, instrumen kajian telah diedarkan kepada 297 peserta yang telah menghadiri dan menamatkan program latihan di hotel lima dan empat bintang di ASEZA. Hasil kajian ini menunjukkan bahawa faktor persekitaran kerja, sokongan sosial, peluang untuk menjalankan tugas dan sistem ganjaran, kecuali budaya organisasi, mempengaruhi dan menyumbang kepada keberkesanan latihan. Kebolehan dan motivasi individu kecuali sikap mempengaruhi dan menyumbang kepada keberkesanan latihan. Di samping itu, analisis statistik menunjukkan bahawa keperluan dan reka bentuk mempengaruhi keberkesanan program. Semua faktor ini menunjukkan hubungan yang positif dengan keberkesanan latihan dan hubungan yang positif dan signifikan antara mereka dan keberkesanan latihan. Kaedah kualitatif digunakan dalam kajian berbentuk wawancara satu-sama-satu dengan menggunakan sembilan soalan terbuka dengan pengurus sumber manusia dan penyelarasan latihan di hotel. Hasil kajian menyokong tinjauan kajian kuantitatif dan konsisten dengan kajian sebelum ini kecuali dengan menunjukkan bahawa budaya organisasi dan sikap. Kajian ini menyumbang dalam merapatkan jurang mengenai pengaruh faktor persekitaran, individu dan proses latihan kepada keberkesanan program latihan sumber manusia. Selain itu, kajian ini juga menambah maklumat dalam mengaplikasikan model penilaian Kirkpatrick (1977) untuk menilai keberkesanan program latihan terutamanya di Jordan. Akhirnya, kajian ini menyediakan penyelidik dengan garis panduan untuk menjalankan program-program latihan yang berkesan dalam sektor perkhidmatan.

Kata Kunci: Sumber Manusia, Latihan, Keberkesanan Latihan, Faktor Persekitaran Kerja, Faktor Individu, Faktor Proses Latihan.

ABSTRACT

Most hotels invest in implementing effective training programmes to maximize the inherent value of their existing human capital. However, it should be noted that the effectiveness of the programmes depends on whether trainees apply what they learned. This is a major concern among hotel operators. The main objective of this study is to explore the relationships between three influential factors which are work environment, individuals, and training process and the effectiveness of training programmes using Kirkpatrick evaluation model (1977). It is a correlation research using a mixed design of quantitative and qualitative methods. In the former method, a survey instrument was distributed to 297 participants who had attended and completed training programmes in five and four star hotels in ASEZA. The findings reveal that factors such as work environment, social support, the opportunity to perform and reward system, with the exception of organizational culture, influence and contribute to training effectiveness. Furthermore, ability and motivation of individual influence and contribute to training effectiveness with the exclusion of attitude. In addition, statistical analysis indicates that needs and design influence training effectiveness. All the factors demonstrate a positive correlation with training effectiveness and show a positive and significant relationship between them and training effectiveness. The qualitative method is used in the study in the form of a one-to-one interview using nine open-ended questions with human resource managers and training coordinators in the hotels. The findings support the outputs of the quantitative survey and consistent with previous studies except the organizational culture and the attitude. This study has contributed in bridging the gap concerning the influence by environment, individual and training process factors on the effectiveness of human resource training programmes. It also extends the literature of using the Kirkpatrick evaluation model (1977) to evaluate the effectiveness of training programmes particularly in Jordan. Finally, the study provides researchers with guidelines on conducting effective training programmes in the service sector.

Keywords: Human Resource, Training, Training Effectiveness, Work Environment Factors, Individual Factors, Training Process Factors.

DEDICATION

I want to dedicate this effort to everyone who have supported me throughout my education experience.

Firstly, my father' soul. My mother. Sheikha (Um Ali), heaven is under her feet;

My second half, my lovely wife.

My brothers who have always helped me in facing the difficulties, Fayez, Ali, Fawzi, Omar (Alshaer), Ibrahim, and Bassam.

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Issam Mohammad Almakhadmah

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CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION

This chapter begins by describing the background of the study and specifically focuses on hotels sector in Jordan. The main targeted area is in Aqaba city. It then follows by explaining the problem statement, research questions, and research objectives. The purpose of this study was to investigate the factors that influence training effectiveness in hotels sector in Aqaba city. The study investigated nine factors in three groups which are work environment (social support, opportunity to perform, reward system, and organization culture), individual (ability, attitude, and motivation), and training process factors (training needs and training design).

In addition, it also provides a brief description of the significance of the current study. Finally, the chapter concludes by presenting the definitions of the terms used in the study, and ends by summarizing the contents the the chapter.

1.2 BACKGROUND OF THE STUDY

Tourism sector is among the increasingly growing businesses in the world particularly in the Middle Eastern region which boasts of several historical tourist attractions. In this region, the growth of tourism registers at 17% compared to the world's growth of 4%(UNWTO, 2008). In the context of Jordan, the tourism sector is a crucial part of the economic sector which accounts for 10.5% of the gross domestic product (GDP). The sector created approximately 39, 359 direct job opportunities of which 13, 005 were employed by hotel organizations(MOTA, 2009).

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